

VISN4 Referral Center

Become a responsive referral center for the western market of VISN 4 by building open access for all western market patients at all times

- Open access as quickly and safely as possible
- Prioritize transfers based on clinical need
- Explore transportation options to enhance flexibility
- Improve acute care capacity and streamline transfer processes
- Evaluate current limitations
- Consider adding telemetry beds
- Consider surgical hospitalists
- Evaluate market capacity to manage patients at discharge and support their care virtually
- Define higher and lower intensity specialty services and build lower intensity services within market
- Potential need for extended surgery and recovery capacity/hours
- Use of outpatient areas to provide low complexity procedures or multi-specialty evaluations



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Strategic Plan 2009 - 2011



Organizational Values

Safety • Passion for veteran health care • Civility/mutual respect • Integrity • Excellence • Innovation



Our shared vision is to partner with veterans and their families to optimize their health and quality of life through integrated, innovative and compassionate care.

The mission of the VA Pittsburgh Healthcare System is to care for America's veterans; providing excellent health care, training their future providers, and advancing medical knowledge through research.

VAPHS Strategic Plan 2009 - 2011

Four Key Goals

- Provide veteran-centered care
- Create a comprehensive customer support center
- Build a culture of innovation, safety and transformation
- Become a responsive referral center for all veterans in the western market of VISN 4

Initiatives defined to achieve these goals are detailed below.



Satisfaction - Getting to WOW!

Providing veteran-centered care, described as: Getting to “Wow!”; providing compassionate, helpful and comforting care; and that full satisfaction equates to all 5’s in satisfaction scores. The actions to be considered under this goal are:

- a. Designing care from a veteran’s perspective
 - Develop a customer service tracer program, using information gathered to drive service improvements
 - Specifically address the expressed needs of the new generation of veterans
 - Expand clinic hours at all three divisions based on veterans’ input
 - Improve veterans’ access to their own health information through a Smart Room concept, increased use of My Healthe Vet, and possible ability to email their providers
 - Institute a Condition H program
- b. Achieving radical growth in community/home based services
 - Grow average daily census in existing programs
 - Expand adult day care into the community
 - Develop a medical foster home or “adopt a grandpa” program
 - Extend CBOC hours and consider adding locations based on veteran input
 - Provide specialty care in CBOC’s
- c. Transforming VAPHS customer service culture in line with the concepts outlined in the book by Fred Lee
 - Host an educational program led by Fred Lee early in FY09, incorporating supervisory and front line staff
 - Use trained staff as trainers and transformation champions within their work areas
 - Conduct ongoing education of employees about VAPHS’ customer service culture

Customer Support Center

Create a comprehensive customer support center

- a. Incorporating the following ideas
 - An expanded call center, post-discharge follow up, consult coordination, communication center/ utilization review, scheduling, triage and medication refill functions
 - Provide phone-only access for all inpatient and outpatient requests for customer service and access to VAPHS care
 - Develop scripts for call center staff to assure consistently excellent service
- b. Steps needed to activate include:
 - Develop a scorecard of metrics for the center to evaluate its efficacy
 - Get veteran input into the design
 - Assess functions and staff that could be co-located in the center
 - Identify location and hours of operation
 - Build a timeline to phase-in operations
 - Develop training and cross-training
 - Eliminate non-value-added steps
 - Identify protocols with service line input
 - Assess gaps in existing customer service model
 - Understand use of Premise system
 - Communicate the plan
 - Design the center around veteran needs
 - Assess IT/phone needs
 - Sequence services from simple to complex

Innovation

Build a culture of innovation, safety and transformation

- a. Education department to become a Center of Innovation and Education to grow expertise, fund pilots and enhance partnership with universities
 - Evaluate innovative submissions, incorporating safety and courtesy as criteria
 - Include safety as a focus of training activities
 - Incorporate reward and recognition; spread learning beyond VAPHS through VA, patents, publications
 - Include expectation of publication for trainees
 - Highlight innovations on website
 - Link to area universities and/or medical centers including their participation on core group
- b. Transform the organization by redesigning core processes with support from the Systems Redesign Office
 - Incorporate safety and courtesy as components of review and development of system redesign projects
- c. Assess organizational safety in care delivery and work processes
 - Evaluate the structure and function of the patient safety committee to assure it supports this goal
 - Gather employee ideas about improving the safety of both patients and staff
 - Develop a mechanism for ongoing review of employee safety
 - Establish an Employee Wellness Team

